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CUMULATIVE INDEX
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EDITOR'S FOREWORD

To facilitate use of this index, the plan on which it has been compiled is described briefly below.

Primary attention has been given to indexing the subject in the cases. The company names under which cases are reported have been listed separately, pp. 3-11. In this list, a majority of the company names are fictitious. Real company names, whenever used on cases, have been included in the subject index as well as in the list of cases.

Indexing business cases according to subject requires: first, selection of the elements in each case which may be typically the object of search by readers; and second, use of commonly understood terms in defining these elements. Both requirements are discussed below.

Business cases usually report a problem or situation faced by the management of a specific business enterprise. The reports contain many elements, some of which recur regularly, while others appear only sporadically. In general, the procedure adopted has been to index the subject matter in cases by listing as references in each instance the following recurrent elements:

1. Products (Tangible and Intangible Goods and Services):
such as Agricultural Implements; Bank Loans; Bonds.
2. Kind of Business Enterprise: such as Brokers; Chain Stores; Manufacturers.
3. Business Problem at Issue; such as Absenteeism; Cancellation of Orders; Duplication of Sales Efforts.
4. Business Function under Consideration: such as Accounting; Financing; Sales Promotion.
5. Time of Case.

The above five elements have been used as the primary points for indexing each case. Thus, it is hoped, the reader can find: (1) all cases directly involving a given product or service; (2) all cases treating of a given type of business enterprise; (3) all cases presenting a given business problem; (4) all cases bearing on a given business function; and (5) all cases arising within a given period of time.

Within each of these five types of headings, sub-divisions and cross-indexing have been introduced to aid in finding the cases most applicable to the individual searcher's needs.

In addition to the above five elements, many others also have been indexed when the material in the cases warranted reference. Thus, such economic and business concepts as Business Depression, Executive Relations, Production Standards, and so on, have been listed. As a rule, proper names also have been indexed.

The lack of a uniformly recognized business terminology is probably an even more serious limitation on indexing than it is on the study and interpretation of business activities. It is common to find several terms used for one concept; to find the same term serving for several concepts; and a general ambiguity as to the meanings of terms.

Business functions have been quite widely discussed, and one or more terms are available for almost every functional activity found in business. These functions, however, are essentially methods of meeting problems, and in most instances a business man or a student of business seeks to find in cases a statement of experiences which others have had in meeting a particular problem.

It is especially unfortunate, therefore, that there is as yet no widely accepted and commonly understood collection of definitions of the problems themselves. There is little likelihood that substantial progress can be made in this direction until the subject of business diagnosis has been much more widely practiced and reported. Partly as a temporary means of offsetting these difficulties, numerous cross references have been inserted throughout this index.

CHARLES I. GRAGG.

November, 1931.

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